**Peace Building:**

- Conflict management
- Do no harm
- Peace education

**Long Term:**

Degree Program

**Group B:**

The group suggested that the training they named need to be upgraded and developed in the long run when Afghanistan reaches the development stage.

**Training Need:**

- Basic survey methodology
- Data collection, analysis
- How to write proposals, reports
- Basic accountancy
- Monitoring and evaluation
- Record keeping and filing system
- English proficiency skills
- Information technology (Soft ware)
- Administration skills
- Problems analysis and solution analysis
- Developing presentation skills
- Conflicts resolution / peace building
- Gender awareness, analysis
- Networking / partnership
- Human rights

**SUMMARY OF THE TRAINING NEED AT PRESENT AND IN THE FUTURE:**

**Participatory Development:**

- Participatory Rural Appraisal
- Social organization
- Basic survey methodology
- Data collection, analysis
- Community Mobilization
- Gender awareness, analysis
- Training of Trainers/Teacher Training

**Primary Health Care:**

- First aid
- Health Education
- Hygiene

**Management (Human Resource Management)**

- Financial management
- Micro-Finance
- Logical frame work / Action Plan
- Report writing
- Proposal writing
- Recording keeping and filing system
- English proficiency skills
- Information technology (Software)
- Administration skills.

- Problem analysis and solution analysis
- Developing presentation skills
- Networking / partnership
- Human rights
- Monitoring / evaluation / supervision
- Project management
- Human Resource Management/ Disaster Management
- Communication skills
- Leadership skills

**Peace Building:**

- Conflict management
- Do no harm
- Peace education

**Long Term:**
Degree Program

**III: Training Quality and Cost:**
The participants agreed that the issue is up to AITM and AITM should make these decisions. However they suggested the following points to be taken into consideration.

- To update the curriculums thus working on quality of the training and then adds it to the cost.
- To focus on inside Afghanistan
- To calculate the cost with regard to the market

**IV. Need for such meetings and revival of the ACBAR HRD Subcommittee:**
With regards to the need of such gathering, the participants agreed upon the need of such meetings frequently to discuss training and to support AITM in this regard.

In relation to the HRD Subcommittee participants, agreed that ACBAR is now back at the development stage and the Steering Committee is trying hard to resume all subcommittees. The chairman was asked to call a meeting and revive the HRD Subcommittee. The ACBAR Program Manager assured the participants that he would assist HRD Subcommittee to the greatest extent possible.

**CONCLUSION:**
To our knowledge despite of limited time the goal and objectives of the workshop were met to large extent. Participants contributed a lot to the workshop and the conclusion is summarized as follows:

- AITM capacity building program was well assessed.
- Training workshops required at present and foreseen for future were identified.
- It was emphasized and strictly recommended to organize resource meetings such as this workshop.
- AITM and donors were urged to support ANGOs, which hardly afford capacity building training.
- It was stressed and strongly recommended to resume the ACBAR HRD Sub-committee.
- It was also firmly recommended that stakeholders particularly donors should support AITM as one of the most experienced Afghan training agency.
- AITM should strengthen networking among the stakeholders.
- AITM need to categorize its training according to the level of its recipients (junior, middle and senior staff).

**NOTE:** In the workshop AITM was suggested to review its vision, mission, goal and objectives. Therefore, you are requested to kindly look into the vision, mission, goal and objectives mentioned in this report under the background along with the whole contents of the report and provide us with your valuable feedback.

AITM management team would like to assure you of its efforts for implementation of the recommendations to the extent possible.

## ANNEX:

# AITM TRAINING PROGRAM/SERVICES

## I. TRAINING:

### A. MANAGEMENT SKILLS:

| | |
|---|---|
| 1. Program Management | 2 weeks |
| 2. Monitoring and Evaluation | 2 weeks |
| 3. Project Planning and Proposal Writing | 1 week (6 days) |
| 4. Report Writing | 1 week |
| 5. Leadership / Team Building | 1 week |
| 6. Business Management / Marketing | 2 weeks |
| 7. Accounting /Financial Management | 2 weeks |
| 8. Coordination / Cooperation | 1 week |
| 9. Warehouse Management | 3 days |

### B. TEACHING AND TRAINING SKILLS:

| | |
|---|---|
| 1. Teacher Training | 2 weeks |
| 2. Training of trainers | 3 weeks |
| 3. Curriculum Design | 2 weeks |

### C. EXTENSION SKILLS:

| | |
|---|---|
| 1. Extension Worker Skills | 1 week |
| 2. Motivation Community Participation | 1 week |
| 3. Survey and Sampling | 1 week |
| 4. Participatory Rural Appraisal | 2 weeks |
| 5. Gender Training | 1 week |
| 6. Village Organization Leadership | 3 days |
| 7. Micro Credit and Enterprises | 1 week |
| 8. Agricultural Measurement and Calculation | 1 week |

### D. HEALTH:

| | |
|---|---|
| 1. Primary Health Care | 3 weeks |
| 2. Health Education | 1 week |
| 3. First Aid | 1 week |

### E.LANGUAGE:

| | |
|---|---|
| - English Writing Skills | 3 months |

## II. SERVICES:

### A. CONSULTANCY:

1. In Management skills
2. In Extension skills/Community, mobilization, participation
3. In Training skills
4. In PHC

### B. ON JOB TRAINING:

1. On job training/coaching (During routine work)

### C. SURVEY:

1. Survey/PRA for initiation and implementation of programs' activities

### D. MONITORING, EVALUATION AND IMPACT STUDY:

1. Monitoring, evaluation and impact study of the implemented programs' activities

### E. RESEARCH:

1. Socio-economic research

**BACKGROUND:**

AITM Management Team Members in its internal assessment of the organization in mid 2001decided to organize one day human resource development (HRD) managers/heads workshop. The purpose was to seek views and recommendations for enhancement of the program.

Therefore, on September 04, 2001more than 20 resource persons from various agencies gathered at AITM hall and contributed to the workshop. As a result this report was prepared to reflect the outcome of the workshop.

During the initial course of the workshop, participants asked AITM Managing Director to brief participants on AITM background and activities. Thus below information refer to the AITM introduction:

**Afghan Inkishaafee Tarbiawee Markaz – AITM** (Afghan Development Training Center) was initially established as the Training Unit for Save the Children Fund (UK) in 1989. It was based in Peshawar and provided training in various fields. In 1993, when SCF (UK) phased out its program in Pakistan, the Training Unit was transformed into the Afghan NGO named AITM.

AITM has continued to provide training to staff members of other agencies, diversifying the courses provided and undertaking training in all parts of Afghanistan and in Pakistan. AITM offers training mainly in our local languages Dari and Pushto. The AITM tailor-made courses are designed to respond to the specific needs of various agencies.

The prolonged Afghan war following the invasion of the Soviet-Union caused a lot of damage to Afghan society. Many skilled human resources were lost as well many training organizations. As a result there is a lack of skilled human resources and training, opportunities.

**VISION:**

AITM would like to be a recognized institute in skills' development training in Afghanistan.

**MISSION:**

AITM tries to accelerate the rehabilitation and reconstruction process of Afghanistan by improving the performance skills of those who are working with Welfare and Development Organizations for Afghanistan.

**GOAL:**

The main goal is to overcome the lack of skilled Afghans for the rehabilitation and development of Afghanistan.

**OBJECTIVES:**

- To train those Afghans who are working as first, middle and senior-level managers, trainers, supervisors, field workers/team leaders, health educators, health supervisors, and agriculturists.

- To equip the Afghan involved agencies staff with more relevant community development skills to enable them to take an active part in their community rehabilitation and development process.

- To train those employees of the above-mentioned organizations who train others, in training skills to enable them to train their staff more effectively.

The training is designed to address the needs of first, middle and senior level managers but also the training needs of extension workers and community members. Training in the fields of Health, Management, Training and Extension Worker Skills is to enable the recipients to take an active part in the rehabilitation and subsequent development of Afghanistan. (Annexed is the AITM training and services for further information.)

A significant number (more than 4500 recipients) from more than 160 agencies (A/INGOs, UN, counterparts and community members) have benefited from the AITM training program so far. An important component of the training program is that over 30% of the participants in the courses are women. The most recent users of the AITM training program are: IRC, ASC, PDH, OI, GAA, SC-US, DACAAR, CARE, SCA, ATC, and AA beside a specific capacity building program for the staff members of Afghan women's NGOs or NGOs that have program for Afghan women and for educated jobless Afghan women. The UNDP/World Bank funds the program under the Afghanistan Watching Brief (AWB) initiative entirely funded by the World Bank through regular UNDP cost sharing and execution by UNOPS.

**PROPOSED AGENDA FOR APPROVAL**
**September 04, 2001**

**MAJOR GOAL OF THE WORKSHOP:**

To assess AITM capacity building programs and seeks stakeholders' recommendations for its growth/enhancement.

**AGENDA:**

1. Approval of the agenda
2. Expectations from AITM in terms of training/capacity building program.
3. Training needs at present and in the future.
4. Recommendations.
5. Revival of the ACBAR Human Resources Development Sub-Committee.
6. Any Other Business

**TIMETABLE FOR THE HRD WORKSHOP**

| NO | TIME | SESSION |
|---|---|---|
| 1 | 0900 – 0910 = 10 | Recitation from the holy Quran |
| 2 | 0910 – 0940 = 20 | Introduction |
| 3 | 0940 – 1020 = 30 | Expectations and fears of the participants from the workshop |
| 4 | 1020 – 1030 = 10 | Briefing of the participants on AITM / Questions and answers |
| 5 | 1030 – 1045 = 15 | Views of the facilitator on the modality of the workshop |
| 6 | 1045 – 1130 = 45 | **Group Work:** In your opinion, what are the strengths of AITM in other word what you like most about AITM? / Presentation and comments |
| 7 | 1130 – 1145 = 15 | Tea break |
| 8 | 1145 – 1230 = 45 | **Group work:** What areas you identify for improvement of AITM in terms of training? / Presentation and comments |
| 9 | 1230 – 1315 = 45 | **Group Work:** In your opinion, what are the training needs in relation to the day-to-day work environment within the aid community? / Presentations and comments |
| 10 | 1315 – 1415 = 60 | Lunch |
| 11 | 1415 – 1500 = 45 | **Group Work:** What training needs do you anticipate in views of the trends such as political stability or further instability, end of war, normalcy and so on, which may soon or later change the directions of the aid community? / Presentations and comments |
| 12 | 1500 – 1545 = 45 | **Group Work:** How and what quality training do you recommend based on what level of training fee? / Presentations and comments |
| 13 | 1545 – 1630 = 45 | **Group Work:** Do we need such a gathering? If yes how often? What ways do you see as solution for the revival of the ACBAR HRD Sub-Committee in views of our own needs and commitments? / Presentations and comments |
| 14 | 1630 | **CONCLUSION** |

The agenda was approved with some modification such as point No. 4 and 5 were brought forward before point 3. The reason was that the participants wanted to know more about AITM, thus the Managing Director of AITM was requested to present elaborately detailed information on AITM. A question and answer session followed.

There were suggestions that AITM needs to take into consideration such as:

- Afghan NGOs need training, however, they cannot afford it thus AITM should facilitate the training somehow.
- AITM should strengthen networking among the stakeholders.
- AITM should categorize its training according to the level of its recipients (junior, middle and senior staff).

It was agreed upon that group work on Points Six and Eight to be done according to Strengths, Weaknesses, Opportunities and Threats or Constraints SWOT/C analysis.

**RESOURCE PERSONS PRESENT AT THE WORKSHOP:**

| No | Name | Position | Agency | Address | Phone | E-mail |
|---|---|---|---|---|---|---|
| 1 | Mr. A.F.Sadiqui | HRD Manager | CoAR | 19 Chinar Rd U/T Peshawar | 40789 | Coarnet@brain.net.pk |
| 2 | Mr. Zabet Majboor | HRD Manager | CARE | 6 Park lane U/T. Peshawar. | 45317 – 40328 | Afghan@care.org Wagma@care.org |
| 3 | Mr. Mobeen Azizi | HRD Manager | SCA | 24-D Chinar Rd U/T Peshawar | 111-114-114 | Hrdsca@brain.net.pk |
| 4 | Mr. Wahidi | HRD Director | Afghan Aid | 5-B Gulmohar Rd. U/Town Peshawar | 841083 42030 | |
| 5 | Mr. G.Sakhi Lodin | HRD Coordinator | ADA | 17 KKK Rd U/T Peshawar | 845212 | |
| 6 | Mr. Janas Khan | HRD Manager | IRC | 5C-2 Abdara Rd. U/T Peshawar | 43310 | Janas@irc-pk.org |
| 7 | Eng. Aziz Rafiee | Program Manager | ACBAR | 2 Rehman Baba Rd U/T Peshawar | 40839 | Azizrr@brain.net.pk |
| 8 | Mr. Hamidullah Natiq | Program Manager | NOVIB | 23 Chinar Rd U/T Peshawar | 40436 | Novibcbp@brian.net.pk |
| 9 | Mr. A. Z. Oria | Asst. Admin. Mgr | AREA | 39-D S.J.A Rd U/T Peshawar | 844647 | Zialeo@yahoo.com |
| 10 | Dr. Hayat | Drug Trail In-charge | HNI | 11- A Circular Lane U/T, Peshawar | 844474 | |
| 11 | Mr. Fazullah Wahidi | Chairman | ANCB | 25 Chinar Road U/T Peshawar | 44536 | |
| 12 | Mr. Nawaz | HRD Coordinator | NAC | 68-S.A Qayoum Road U/T, Peshawar | 45268 | Norac@brian.net.pk |
| 13 | Mr. Feridoon Zaki | P.S.T Officer | SC-US | H# 7-A St.58 F-7/4 Islamabad | 051-2279212 | Fzaki@savechildren.org.pk |
| 14 | Ms. Mansura | Resource Trainer | IRC | 5C-1 Abdara Rd U/T, Peshawar | 40973 | |
| 15 | Mr. Faizurahman | CDU | PDH | Peshawar Cantt. | 277046 | Pdhnwf@psn.paknet.com.pk |
| 16 | Dr. Iqbal | EDIPD | PDH | Peshawar Cantt. | 277046 | |
| 17 | Mr. Fazel Rabi Haqbeen | Managing Director | AITM | 41-F, A.Q. Road U/T, Peshawar | 45306 - 42640 | Aitm@pes.comsats.net.pk |
| 18 | Mr. S. M. Samoon | Assistant Director Training | AITM | 41-F, A.Q. Road U/T, Peshawar | 45306 - 42640 | Aitm@pes.comsats.net.pk |
| 19 | Mr. H. Rishtiani | Course Coordinator | AITM | 41-F, A.Q. Road U/T, Peshawar | 45306 - 42640 | Aitm@pes.comsats.net.pk |

| | | | | | | |
|---|---|---|---|---|---|---|
| 20 | Mr. H. Azamy | Course Coordinator | AITM | 41-F, A.Q. Road U/T, Peshawar | 45306 - 42640 | Aitm@pes.comsats.net.pk |
| 21 | Mr. A. Daqeeq | Course Coordinator | AITM | 41-F, A.Q. Road U/T, Peshawar | 45306 - 42640 | Aitm@pes.comsats.net.pk |
| 22 | Mr. Naqibullah | Director | AACRO | C/O AITM | 45306 - 42640 | Aitm@pes.comsats.net.pk |
| 23 | Ms. Bushra Gohar | Director | HRMDC | Old Bara Road U/T, Pesh | 842850 | Hrmdc@brian.net.pk |

**Facilitated by:** Mr. Zabet Majboor, HRD Manager, CARE International
**Co-facilitation by:** A.R Wahidi, HRD Director, Afghan Aid and Fazel-Rabi Haqbeen, Managing Director, AITM
**Observer:** Ms. Bushra Gohar, Director, HRDMC
**Participants:** A/INGOs and Donors

**EXPECTATIONS FROM THE WORKSHOP AND AITM**

1. Collecting opinions for improving AITM's future plans.
2. Ideas sharing /exchange in relation to HRD capacity building
3. Discussing the future of the ACBAR's HRD sub-committee and making a decision on revival of the committee.
4. To provide comments and give feedback to the management of AITM in order to ensure timelines and relevance
5. Giving a message to AITM to share its plans with similar organizations.
6. To keep the discussion focused and on point.
7. Consulting AITM to communicate objectives in advance.
8. Feedback to AITM to keep its curricula standardized/ updated.
9. Developing Training Needs Assessment format.
10. Developing a framework for follow –up.

**FEARS**

1. Off-track discussion is waste of time.
2. Required support from stakeholders may not be secured to implement decisions.

**I:** *In your opinion, what are the strengths of AITM? In other words, what do you like most about AITM?*
*What areas can you identify for improvement of AITM in terms of training?*

**Group Work SWOT/C Analysis:**
The facilitator reminded the participants of three sources to be taken into consideration for the group work of SWOT/C analysis:
- Those who directly received training from AITM
- Training received by the staff within his/her organization
- The presentation of the AITM Managing Director

**Group A:**

| **Strengths:** | **Weakness:** |
|---|---|
| Independent entity in capacity building and also financially | Vision, mission, goal and objectives of AITM need to be reviewed |
| Programs' ownership | Limited publicity |
| Qualified resource persons | Lack of long-term strategic planning |
| Experienced resource persons | Trainers have insufficient computer skills |
| Local languages' communication/training | Limited financial resources |
| Aid organizations have access to the AITM Programs | Limited affiliation with like-minded organizations |
| Flexibility in providing training for diverse geographical needs | Very few female trainers |
| Address the training needs of aid agencies | Insufficient self evaluation |
| Comprehensives training subjects / topics | Insufficient training tools/equipment |
| AITM is an institution in capacity building | No access to in-house resource/persons |
| Adapt with Afghan text | |
| Teamwork culture among AITM staff members | |
| Committed trainers/sufficient resources | |
| Strong leadership/good management | |
| Efforts in gender mainstreaming / organizational assessment | |
| Friendly atmosphere | |

| **Opportunities/ Helping Forces:** | **Threats/constraints:** |
|---|---|
| Existence of like-minded organizations | Insufficient mutual understanding between AITM and AID organizations |
| Organizational need assessment has already been conducted. | External environment is not supportive. |
| Growing demand for gender balance in the Programs | Weak command over English language creating a barrier |
| Tendency of aid community for capacity building Programs | |

**Group B:**

| **Strengths** | **Weakness** |
|---|---|
| Expert and qualified staff | Ineffective follow up system for NGOs |
| Has capacity to meet future challenges | Lack of publicity and communication with coordination |
| Excellent personal and inter-personal skills | Ineffective feedback system from the ex-trainees, clienteles/ NGOs |
| Good team work system to achieve objectives. | Cautious approach in introducing training in new area |
| Rich professional expertise especially in training methodologies | Lack of long term and strategic planning |

| | |
|---|---|
| Sustainability with limited resources | Insufficient updating of the curriculum for training, hence a lack of enthusiasm on the side of NGOs/customers for training |
| Teaching in local languages | Insufficient practical training approach |

| **Opportunities** | **Threats/constraints** |
|---|---|
| Fully developed market demand and enthusiasm exists for the training | Dependence on partner NGOs / organizations as clienteles |
| Donors agree to fund training and staff capacity building program. | Lack of financial / resources core funding agency. |
| Can utilize other organization knowledge on request. | Unstable environments. |
| Growing willingness of all NGOs to avail themselves of the training | Threats to AITM training system / staff |

**Summary of the Partner Organizations Assessment of the AITM Program:**

| **Strengths** | **Weaknesses** |
|---|---|
| Experienced and qualified staff | Limited computer skills of the trainers |
| Curriculum Design | Cautious approach in introducing training in new areas |
| Training in local languages | Limited command over English language to benefit fully from the new training material. |
| Participatory Methodologies | Lack of proper follow-up for NGOs |
| Relevant Background | Lack of marketing and publicity of the Programs. The training are often poorly packaged and therefore not very attractive to the market demand |
| Sustainability with limited resources | Weak coordination and networking with other training institutions |
| Good team work with excellent personal and interpersonal skills | Weak feedback system from the external training NGOs, staff and trainees. |
| Sharing of Ideas | Lack of long term strategic planning |
| Capacity to meet with future challenges | Lack of updated curriculum for training |
| Professional expertise in participatory training methodologies | Lack of a practical approach to training. All limited to classroom training. |
| Leading specialized training NGO and devoted to training | Mission, goal and objectives not clear |
| Independent both financially and programmatically | Limited financial resources |
| Ownership of the Programs. Commitment to Capacity building | Lack of qualified female trainers and/or resource persons. |
| AID organizations have ready access to the AITM Programs | Inadequate self-evaluation or reflection. |
| Flexibility in providing training according to geographical needs. | Inadequate tools and equipment to facilitate the training |
| Address the capacity building needs of AID agencies | Limited access to in house resource persons/resource people' network for training activities. |
| A culture of team work and friendly atmosphere | |
| Strong leadership and management | |
| Efforts in gender mainstreaming | |
| Regular internal organizational assessment | |

| Opportunities | Threats/Challenges |
|---|---|
| Existence of like minded organizations | Limited mutual understanding between AITM and other AID organizations. |
| Organizations' needs assessment already conducted | External environment not conducive for learning—the Talibans may create problems in the future. |
| Growing interest and demand from AID agency for capacity building Programs. Willing to invest in staff capacity building. | Weak commands over English language creating a barrier for further improvements and updating of curriculum. |
| Growing demand for gender balance in the Programs. | Dependence on partners NGOs for introducing trainees. |
| Fully developed market demand and enthusiasm for the training exists. | |

It's worth mentioning that participants from those organizations receiving AITM training for their staff capacity building admitted that AITM training is impressive and it brought positive changes and increased their staffs' skills.

**II:** *What are the training needs in relation to the day-to-day work environment within the aid community? And what training do you anticipate in views of the trends such as political stability or further instability end of war sooner or later, normalcy and so on, which may soon or later change the directions of the aid community?*

**Group Work:**
**Group A:**
The group viewed that these assignments are better to be carried out in form of the training need assessments because they could not represent the whole aid community. However, they agreed to work out the assignment in light of their own experiences and organizations. Furthermore, due to the time constraints they could not cover the areas completely.

**Participatory Development:**
- Participatory Rural Appraisal
- Social organization
- Community Mobilization
- Training of Trainers/Teacher Training

**Primary Health Care:**
- First aid
- Health Education
- Hygiene

**Management (HRM Management)**
- Financial management
- Micro-Finance
- Logical frame work / Action Plan
- Report writing
- Monitoring / evaluation / supervision
- Project management
- Human Resource Management/ Disaster Management
- Communication skills
- Leadership skills

# Afghan Inkishaafee Tarbiawee Markaz
# AITM

Draft Report
on
One day
Human Resource Development
(HRD)
Workshop



September 4, 2001